

Managing Time

(PRD1020)

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About This Course

In this CBT, you'll learn about:

- Your top five time management improvement needs
- At least one strategy for addressing each of the five time management improvement needs

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If you have any questions about this training course, please contact:

- (602) 542-7431
- email: azlearningcenter@azdoa.gov

Important
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Ready to Begin?

Important CBT Information



You may already know how to navigate this training course. If that is the case, click on the button that reads, "Begin the Course" or press the [B] key.

If you are unfamiliar with the navigation controls for this course, click on the "Learn to Navigate This CBT" button or press the [L] key, or move your mouse pointer to the Next button and click one time, or press your Right Arrow key.

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Course Navigation

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- ▶ Click the Right Arrow button or key to move to the next screen.
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- ✖ Click the Close button on your browser if you need to leave the course prior to the final examination.

CBT Contents

- Click the "CBT Contents" button to select course modules.

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- Click the "Resources" button to print or save the pages in this course.

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- Click the "Support" button to get help with any problems you may encounter while taking this CBT.

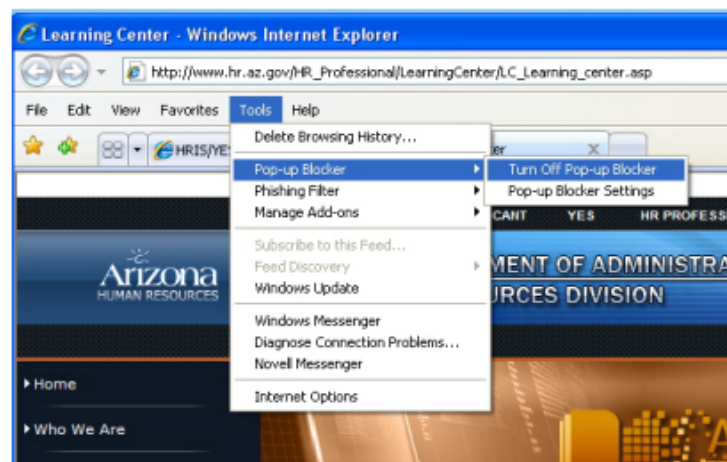


Special Note to Trainees

Important CBT Information

This training course uses many Internet links to access external file locations. If you do not have your "Pop-Up Blocker" turned off, you will encounter difficulty using the links. Turn off the "Pop-Up Blocker" by opening the Tools menu, select the Pop-Up Blocker option, then move your mouse to the Turn Off Pop-Up Blocker and click one time. See the graphic to the right.

If you attempt to turn off the Pop-Up Blocker and find that you cannot perform the action, you may need to contact your local IT Professionals for assistance.



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Introduction

My name is Professor James Dolittle, and I will be your guide through the course.

Whenever we are changing subjects, you will see my message, just like here.

And if you see my picture on the page, I will have some extra information for you. You'll just have to click on my photo to see. Go ahead, try it now!



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Introduction

One of the biggest stresses in life and on the job is time. Sometimes we have too much of it, but more often we don't seem to have enough time to manage through our busy days.



remember to click on the professor for extra instructions

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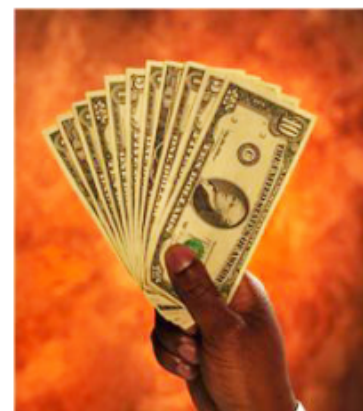
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Your "Time" Account

We need help to manage our busy lives. Luckily, there is assistance available to every State employee.

You and all other employees have a bank account in which 86,400 is deposited every day! You are free to spend it in any fashion you wish.

There's only one catch: Any not spent by the end of the day is taken away and your account goes back to zero.



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86,400 Seconds For You

The bank isn't giving you money. It's handing out time: 86,400 seconds of it every day, to be exact.

How to manage the precious amounts of time given to us before they disappear is the focus of this course.



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This completes the Introduction to this training course. **Click on the Complete Course button below to continue with this training course.**

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From Pit Row

We're here at Pit Row, the most exciting place in professional sports. When the driver comes in and squeals to a stop, the Pit Crew will:

- change 4 tires
- remove radiator intake debris
- add fuel
- clean the windshield
- adjust the suspension
- give the driver a drink of water

in 15 seconds! How do they do that?

They carefully analyzed all their tasks and have come up with the most efficient plan for handling their 15 seconds. Perhaps we could learn more back inside.



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15 Seconds!

Only 15 seconds to do all that!

Wouldn't you want to maximize your time in that fashion? Other resources in your offices, such as human capital and budget and finance, are subject to regular analysis and planning--couldn't we do the same with our most precious resource, time?

On the following screens, read how time is being managed and offer a solution for the workplace. If you need help, Professor Dolittle will be there!



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Patrick's Dilemma

Patrick, a former Arizona State Retirement System employee, now works in an agency's human resources office. Several times each month, employees ask him to work up an estimate of their retirement benefits. Each estimate takes approximately 45 minutes. What should Patrick do?



Submit Answer

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Carlos

Carlos distributes a computer-generated report to field offices quarterly. A couple of his field colleagues told him that they don't use the report. What should Carlos do?



Submit Answer

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Janice

Janice works in the director's office and receives 25 to 40 inquiries daily. Each one demands a personal reply. Many of the inquiries deal with the same topics. Preparing a personal reply to each inquiry consumes most of her time, leaving little time for her other duties. What should Janice do?



Submit Answer

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Time Management

The previous examples show that to understand and apply time management principles, you must know not only how you use time but also what problems you may encounter in using it wisely. From this base you can learn to improve your effectiveness and efficiency through better time management.

Time management is a personal process and must fit your style and circumstances.



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Prime Time

One variable in the personal process of time management is time of day. Some people are at their best early in the morning, while others peak in the afternoon.

When considering your daily schedule, it is a good idea to keep your energy cycle in mind and try to match your prime time with more important duties.



My prime time is

My energy level is lowest

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Prime Time

Here, Dana is enjoying her prime time, when she is at her peak, and during that time she tries to do work that requires concentration, creativity and thought.

You will not always have control, but try to leave less demanding activities such as reading, responding to email and returning phone calls to your non-prime time hours.



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Professor's Time Management Questionnaire

The professor's questionnaire will assist you in looking at your current time management attitudes and practices. It will help you to identify things you will want to concentrate on as you complete this training module.

Click on the board below to open the professor's questionnaire.



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Professor's Time Management Questionnaire

Very good! Now, let's have a look at your results. Chances are, you were successful in some areas but encountered time constraints in many others.

Carefully review your responses, focusing on each item to see if it represents an opportunity to improve your management of time.



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Five Top Needs

After your review, select the top five items or areas on which you would like to improve. List the five items in the boxes below and click the button to print (we will use this information later in the course).

Number	Question	Frequency
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
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Print Screen

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Three Tests of Time

We will use numerous resources to make improvements on the five areas you have identified.

The first method will require an understanding of the tests of time. The professor, a noted scholar in space-time dynamics, has developed three tests that we may apply to our tasks:

- The test of necessity
- The test of appropriateness
- The test of efficiency



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The Test of Necessity

Determine if the task is necessary--not just nice, but necessary. It is common to do things past their usefulness (e.g., monthly reports where the information is no longer used). This test of necessity should help reduce tasks to the essential elements.



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The Test of Appropriateness

Determine who should perform the task. There are probably tasks that can be given to others. You may also find you are doing tasks beneath your skill level that can be easily reassigned--providing growth opportunities for others.



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The Test of Efficiency

Once you are satisfied that the task is necessary and appropriate, ask yourself, "Is there a better way?" This will encourage you to find a faster way, by using better technology or establishing better procedures to handle recurring tasks.



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The Professor's Apprentice

Many people aspire to be as famous as the world renowned Professor Dolittle. Now's your chance to be a scientific celebrity!

To win at Professor's Apprentice, you must take a look at some tasks taken from a typical day in the professor's busy life. Answer correctly if the tasks pass the tests of necessity, appropriateness or efficiency, and you might be the next apprentice! Be careful: too many wrong answers and the professor might say, "Next!"



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Task 1

After reading about the tasks, apply the three tests and click on each one that you think the task would fail.

Before delivering the keynote address at the annual meeting of the Royal Academy of Sciences, the professor wants to make sure he follows the correct steps to have his travel costs reimbursed by the State. He first calls the governor to inquire.

The test of necessity

The test of appropriateness

The test of efficiency



Click the professor
for the correct
answer.

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Task 2

Professor Dolittle notices that his Nobel Prize plaque hanging in the office is looking a little tarnished. He goes to the store and, after purchasing some polish, spends the rest of the afternoon buffing the plaque and restoring its luster.

The test of necessity

The test of appropriateness

The test of efficiency



Click the professor
for the correct
answer.

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Task 3

Computer-based training developers at NASA, knowing the professor to be a mathematical genius, send him an email with thousands of test results and ask him to perform the computations so the training records can be appropriately evaluated.



Click the professor for the correct answer.

The test of necessity

The test of appropriateness

The test of efficiency

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Well Done

"Good show! You are in good standing to be my next apprentice."

Applying the three tests is a great start in prioritizing the professor's duties.

In the next chapter, we will examine two other methods to help manage your time most efficiently, as well as other strategies for your time management improvement needs.



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Hartsfield-Jackson-Atlanta Airport

Here we are at Hartsfield-Jackson-Atlanta International Airport - it is the world's busiest airport. Imagine you are an air traffic controller here, in charge of 2,600 flights per day. Surely, you would prioritize your tasks in order to maximize your time management.

Once we get back inside and off the tarmac, we'll determine your strengths and develop a strategy for time management improvement needs.



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Setting Priorities

When opportunities exceed resources, decisions must be made. Whether you are scheduling hundreds of plane landings or managing the daily business of your office, nothing is more important than the use of time.

Since time cannot be manufactured, you must decide your priorities.



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Setting Priorities

Setting priorities in the use of time is a two-step process:

1. listing the tasks that need to be done by you
2. prioritizing the items on the list



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Urgent/Important Matrix

As you can see, items that are most important and most urgent fall into the Quadrant of Crisis, and those items of the least urgency and importance fall into the Quadrant of Waste.

	URGENT	NOT URGENT
IMPORTANT	Quadrant of Crisis	Quadrant of Quality
NOT IMPORTANT	Quadrant of Deception	Quadrant of Waste

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Urgent/Important Matrix

	URGENT	NOT URGENT
IMPORTANT	Quadrant of Crisis	Quadrant of Quality
NOT IMPORTANT	Quadrant of Deception	Quadrant of Waste



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Common Time Wasters

Everyone wastes time. It is part of being human. Some wasted time can be constructive because it helps you to relax or otherwise reduce tension. Other wasted time, however, can be frustrating. This is especially true when time is wasted because you are doing something less important or less fun than what you might otherwise be doing.

The key question is: **What else might you be doing that is of higher personal priority?**

Taking a break, communicating with associates, talking on the phone or reading are not time wasters unless they keep you from higher-priority activities.



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Common Time Wasters

Time wasters usually originate from one of two sources. One is you or self-generated and the other is your environment. The two types are shown below.

Self-Generated

- Disorganization
- Procrastination
- Social interaction
- Need for acceptance
- Perfectionism
- Risk avoidance

Environmental

- Visitors
- Telephone calls
- Mail
- Waiting
- Unproductive meetings
- Crises



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Self-Generated Wasters

Disorganization

This may occur in the layout of your work area, your desk, your personal filing system, in following up and in your approach to work.

The old axiom, "A place for everything and everything in its place", is the best advice for organizing.

Is there a free flow of materials and movement in your work area layout? How much time do you waste looking for things you know are there but can't find? Does your filing system make sense to you?



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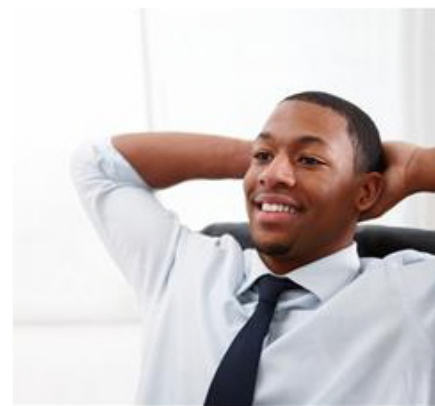
Self-Generated Wasters

Procrastination

Putting off tasks is not only a time waster but is often the source of crises.

You may be able to motivate yourself by breaking tasks into smaller pieces and setting deadlines for completion of each segment. Reward yourself for sticking to the schedule.

Do boring or undesirable tasks first so you can be done with them. Often the unpleasant part of a task prevents us from working on any aspect of it.



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Self-Generated Wasters

Social Interaction

Problems can arise when people with high social needs occupy jobs with little built-in opportunity to satisfy those needs. When this occurs, needs are typically satisfied in non-productive ways.

People with high, unsatisfied social needs tend to waste not only their time but also the time of others in close proximity.



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Self-Generated Wasters Review

Examine the strategy described below and select the time-wasting category most closely associated.

Once you prioritize your tasks, formulate a schedule for each step of the way. Aim to get the most difficult obstacles out of the way first.

- ☐ A. Disorganization
- ☐ B. Procrastination
- ☐ C. Social interaction



Submit Answer

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Self-Generated Wasters Review

Maintain a tidy desk by keeping out only current work. Everything related to a particular project should be kept in one file folder, and files should be indexed for quick reference. Any item not used for six months should be considered for removal.

- ☐ *Disorganization*
- ☐ *Procrastination*
- ☐ *Social Interaction*

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Self-Generated Wasters Review

Ask if the other person has time to talk or if you should come back later. Observe if your conversation partner seems anxious to do something else, and watch for things such as standing up and moving away, glancing at papers, or returning to work or a keyboard.

- ☐ *Disorganization*
- ☐ *Procrastination*
- ☐ *Social Interaction*

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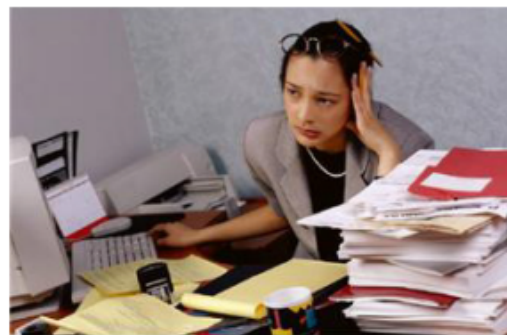
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Self-Generated Wasters

Need for acceptance

Some people have a high need for affirmation on the job. Their self-worth is related to comments from their supervisors and colleagues and influences how they use their time.

People with high, unsatisfied acceptance needs tend to take on too much work. They are often viewed as "easy" by others who take advantage of them. It is often a very high price to pay as the time could be used for higher-priority work.



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Self-Generated Wasters

Perfectionism

Every task does not warrant the same level of attention to detail or quality. When you attempt to achieve perfection with every task, you waste time and effort.

If you find that you are spending 80% of your time on 20% of your tasks, ask yourself: "Which of my daily tasks require perfection and which do not?"



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Self-Generated Wasters

Risk Avoidance

People with a high need to avoid risk typically take more time studying and analyzing options, checking with others to obtain concurrence, and waiting (or hesitating).

If you are someone who believes rules and regulations are to be understood and strictly followed and you prefer a lot of organization and structure, you will tend to have a high need for risk avoidance.

These people need to realize that there is no way to eliminate all risk and should learn not to wait for a perfect decision.



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Self-Generated Wasters Review

Examine the strategy described below and select the time-wasting category most closely associated.

To avoid spending too much time on a project, a person should obtain a clear understanding of the quality level expected by the one assigning the work.

- ☐ *Need for acceptance*
- ☐ *Perfectionism*
- ☐ *Risk avoidance*

Submit Answer

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Self-Generated Wasters Review

People with a high need of this category tend to be embarrassed by the thought of someone finding an error in their work. They may be helped by examining what is truly at risk by the decision to be made: Is the potential payoff more important than the potential cost of the opportunity?

- ☐ *Need for acceptance*
- ☐ *Perfectionism*
- ☐ *Risk avoidance*

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Self-Generated Wasters Review

People who fall into this category tend to agree with these statements:

- What others think of me is extremely important to me.
- I frequently subordinate my views and desires to those expressed by others.
- ☐ *Need for acceptance*
- ☐ *Perfectionism*
- ☐ *Risk avoidance*

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Environmental Time Wasters

Very good, you completed our review of self-generated time wasters. This knowledge can help you measure whether your actions are preventing the completion of higher-priority tasks.

If you're a supervisor, you will also begin to notice these habits in the workers around you. A good first step in minimizing time wasters is to eliminate their other source, environment time wasters. The six environmental time wasters are listed below.

1. Visitors
2. Telephone calls
3. Mail
4. Waiting
5. Unproductive Meetings
6. Crises



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Robbery at the Professor's Laboratory!

The professor's lab has been robbed, and he needs you to solve the mystery!

When the professor strolled into work last Tuesday at a little after 11:00 AM, he sensed something peculiar and is now convinced that time has been robbed from his lab assistants.

On the following page, use your sleuthing skills to interview the professor's assistants and detect where the time has gone. Manage your time well, for the clock is ticking!



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The Lab Assistants

When you enter the nicely appointed Arizona Learning Center headquarters, you will meet the professor's four lab assistants, two on each screen. Click on their photos to hear what they have to say about environmental time wasters in their areas.



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The Crime of Wasting Time

Who committed the crime of wasting time?

Chaffeur John

Ms Bailey Green



Chaffeur John



Ms. Bailey Green

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Telephone Calls

Chauffeur John is certainly a suspect because his day is constantly interrupted by phone calls. He probably doesn't notice how much time they take.

When possible, have someone screen your calls. Then review which calls need a personal follow-up and delegate the others. When you need to concentrate, let your calls go to voice mail.

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[Click here to learn about Ms. Bailey Green.](#)

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Crises

Many people believe crises are unavoidable, but that is only partly true.

Help to avert future crises by reviewing past ones. Ms. Bailey Green should investigate why she doesn't mix well in the hydrogen lab.

Another way to reduce future crises is through contingency planning so that you will be ready to respond when a crisis occurs.

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[Click here to learn about Chauffeur John.](#)

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The Crime of Wasting Time

Who committed the crime of wasting time?

Dee Laye

Reed Alot

Finished



Dee



Reed Alot

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Waiting

"Waiting" time need not be wasted time. Dee Laye spends unreasonable time waiting for others with whom she does not have an appointment.

Make productive use of waiting time (e.g., read your mail, carry a pad and pencil to develop plans or to write drafts of letters, or carry a file of low-priority items to complete).

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Click here to learn about Reed Alot.



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Mail

Mail and the circulation of information is important. Pick-up and drop-off should be at a centralized location to minimize the time spent handling mail.

The time of day is also an important consideration. If you are at your peak in the morning, you don't want to spend your time opening all the emails from the day before if there is another task to work on that is challenging or requires creativity.



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Crime of Not Managing Time

You've read the suspects' stories and learned about environmental time wasters. Who do you think wasted the most time? Click on your answer and click on the Submit Answer button.

- ☐ *Chaffeur John*
- ☐ *Ms. Bailey Green*
- ☐ *Dee Laye*
- ☐ *Reed Alot*

[Submit Answer](#)

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"Wait, I have alibis!"

The professor claims he has an excuse for his exceptional tardiness. He says that there were more environmental time wasters at play.

Click on his photo to learn more.



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Visitors

Controlling time taken up by visitors requires both courtesy and judgment.

Limit the number of people that you invite to your work area. Go to the other person's work area so that you can excuse yourself.

Discourage drop-in visitors by turning your desk away from the door. When someone unexpectedly drops in, stand up to talk. When people see you are busy, they tend not to interrupt.



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Unproductive Meetings

When you call a meeting, plan what you want to accomplish and keep attendees to a minimum.

The "regular staff meeting" is a common time waster. Set an agenda by asking, "What do we have to talk about at our next meeting?" and prioritizing the items.

Before you attend someone else's meeting, make sure it is necessary for you to be there. If it is, arrive on time and be prepared to participate in the discussion.



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Guilty or Not Guilty?

The professor is correct in that other environmental factors wasted his time, but as we have read, there are techniques to minimize these instances.

Applying these same techniques to your time management needs will set you on the way to making the most efficient use of your time.



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Course Summary

Prioritizing your prime time, exercising the three tests of time and implementing the techniques to combat the 12 time wasters are all tools to help you manage your time and address your time management improvement needs.



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This completes this chapter and the course.
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